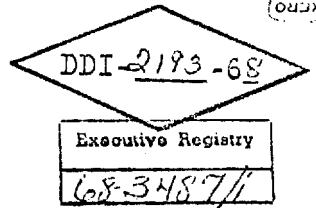


SECRET



31 July 1968

MEMORANDUM FOR: Director of Central Intelligence

SUBJECT : Career Management in the Directorate
of Intelligence

1. The objectives of career management in the Directorate of Intelligence are to staff the various positions in the Directorate with the best available individuals and to identify and provide the most promising of our people with a broad spectrum of formal training and work assignments which will equip them with the necessary skills and experience to take on increasing responsibilities. In addition, the selection of officers for advancement to higher grades is designed to reward the most deserving in order to motivate them to perform at a high level and to commit themselves to continuing their careers with the Agency. Although the Directorate does not have a highly structured and formalized "Career Management Program", it does have a wide variety of mechanisms and programs which are used with considerable flexibility to accomplish the objectives. (The available mechanisms and programs are explained in more detail in the attachment.)

2. The supervisor is the key to effective career management. He makes the decision to hire an employee, initiates action to move him and recommends him for training and promotion. We believe that this key role of the supervisor precludes a highly centralized career management program. Career service boards and panels are tools to assist the supervisor in carrying out his personnel management responsibilities. They also insure comparability of treatment among offices for all levels of employees and permit the lessons learned in one office to be applied throughout the Directorate.

Declass Review by NIMA/DOD

SECRET

SECRET

3. Supervisors and boards are assisted by administrative staffs in each office and at the Directorate level. In addition to providing technical guidance, they advise supervisors in carrying out their responsibilities in developing employees, and in the direct counseling of individuals.

4. One of the tools we have found most useful for the management of careers in this Directorate is the list of "comers". Office Directors identify as "comers" the more promising young professionals in the GS-12 to 14 category who have good basic qualifications, are flexible and well motivated, and are likely to benefit from additional training and varied experience. This list is consulted in our decisions concerning promotions, rotational assignments within the Directorate and to ONE, for filling the limited number of our overseas jobs, and for nominations to full-time training at the service schools and universities. This list is revised periodically. Few if any of the "comers" know of the existence of the list so there is no problem with personal prestige when the list is revised.

5. Examples and statistics on intra- and inter-directorate rotation are given in the attachment. We believe that rotation for rotation's sake is meaningless. But rotation which will give an employee new and meaningful experience and which will assist in grooming the employee for broader and higher responsibilities is encouraged. Through our vacancy notice procedures and career boards we seek out those individuals whom we believe will profit from a rotational assignment. We take not a routine, mechanized approach but a very individualistic one which seeks to insure that the assignment is ably fulfilled to the enhancement of the individual and his parent career service.

6. While we have had some success with our rotation program, more and different opportunities are desirable. Because of the lengthy training and experience required, it is unrealistic to think that many Intelligence Directorate employees can fill Clandestine Service operational positions. Besides, such assignments take an employee away from his career occupation for too long. We can and are, however, filling such overseas positions as reports officers, where the research and writing skills of our

SECRET

SECRET

analysts can be put to more immediate use. We believe more such opportunities would be worthwhile, as would be shorter assignments to overseas stations to do special studies of interest to the DDP. These would both capitalize on the Intelligence analyst's skills and provide him with familiarization of the area.

7. In conclusion, we believe we have a dynamic career management program which both motivates and rewards our employees, especially the most talented ones. This is not to say that there is not room for improvement. Our program for junior professional personnel is untried, and will undoubtedly need refining. We would also like to see a greater cross-fertilization between DDI and DDP employees.



R. J. SMITH

Deputy Director for Intelligence

25X1

Attachment:
Career Management in the
Intelligence Directorate

SECRET

SECRET

CAREER MANAGEMENT IN THE INTELLIGENCE DIRECTORATE

I. Concepts

Career management in the Intelligence Directorate is guided by two concepts:

1. The selection of the best available employees, and
2. The development of each employee to the maximum of his capabilities, with particular emphasis on the advancement, rotation, and retention of those with high potential.

Several mechanisms and programs have been established to make certain that these concepts are accomplished.

II. Career Service Boards

A. Directorate

1. The Intelligence Directorate Career Service Board is composed of the DDI, the Assistant DDI, the Chief of the O/DDI Administrative Staff, and Office Heads. The Board meets when business dictates. There have been as many as three Board meetings within one month, but the Board averages one meeting a month.

2. Functions

a. The Board sets policy and develops guidelines for itself as well as for the operation of the Office Career Service Boards.

b. The Board competitively reviews all recommendations to and within supergrades, and monitors promotions to GS-13 and promotions and reassignments to GS-14 and above.

SECRET

SECRET

c. Filling of DDI jobs overseas and rotation to positions in other directorates consume a considerable proportion of the Board's time. Many are surprised to learn that the DDI has approximately 100 people on PCS assignments outside the Directorate at any one time, not including employees in FBIS bureaus.

1) The DDI vacancy system originated within the Intelligence Directorate a number of years ago and is apparently largely restricted to this Directorate. When offices have a vacancy at the professional level, they publish a vacancy notice identifying the title, grade, and location of the job, describe the duties and give the desired qualifications.

d. When the Office of National Estimates was removed from the jurisdiction of the Intelligence Directorate, the Headquarters regulation specifically directed the DDI to be responsible for the career management of ONE personnel. One of the Board's functions at the directorate level, therefore, is filling ONE vacancies. Six DDI employees are on rotation to ONE.

e. During late spring one of the Board's greatest activities is selecting candidates for senior schools. Office boards make nominations to the Directorate Board where the nominations are carefully reviewed. This method is used to insure that not only are talented officers rewarded for past excellent performance but that those nominated and selected will profit from the experience as will their parent office and the Directorate. It also insures that they will well represent the Agency.

B. Office

1. The composition of Office Career Service Boards varies among the offices in the Directorate. It is usually composed of the office and deputy office heads and their division chiefs. In large offices the Board is composed of division chiefs on a rotating basis. The Office Boards meet regularly from once a week, as is done in NPIC, to once a month.

SECRET

SECRET

2. There are many items of business transacted by the Office Career Service Boards. They implement and amplify the policy of the Directorate Career Service Board. They competitively evaluate employees for promotion. They make nominations to the DDI Career Service Board for filling ONE vacancies, DDI jobs overseas and Vietnam. They select and nominate to the DDI Board personnel for senior schools. They also approve nominations for shorter courses, full and part-time academic training sponsored by the Agency, and teaching and research sabbaticals. They develop and monitor career plans.

III. Mid-Career Panel

A. The Mid-career Panel is composed of deputy office heads except for the chairman who is an office head. The Panel meets four times a year to consider office nominations for the Mid-Career Program. Offices are told for an entire year what their quota of candidates and alternates will be for each course. This is based on the number of GS-13's assigned to each office.

B. Office nominations are staffed out in the O/DDI Administrative Office. An agenda listing the nominees and alternates with the biographic profiles, last two fitness reports, and the five-year career plan is sent to each member of the Panel in sufficient time for him to study it. When the Panel meets, the deputy office head speaks on his particular candidate. There is considerable exchange of views, and the Panel has not too infrequently rejected a candidate or alternate or changed a candidate to an alternate, and vice versa. The Panel insures the careful selection at the directorate level of those employees whom it feels have potential for executive development.

C. How well the Panel has done its job is shown in a follow-up study that was recently conducted on DDI Mid-careerists. The DDI Administrative Staff reviewed the training and assignments called for in the Mid-career plans of 125 employees who have been placed in the program. This information was then correlated with what the official personnel folder showed had been accomplished. We were gratified to find that only in one case had nothing called for in the plan been accomplished. Another thing we reviewed was the promotion rate of those who have attended the Mid-career Executive Development Course. Forty-four of those who have taken the course have been promoted.

SECRET

SECRET

IV. "Comers" Program

This was initiated by the DDI as a means of identifying persons with outstanding potential. Most of those on the "comers" list are Mid-careerists, but some are specialists who are not considered eligible for the Mid-career Program. The list is a useful reference in filling key jobs and for monitoring the assignment of those on it in planning career development programs. Individuals are nominated to be placed on the "comers" list by their office head without the knowledge of the individual. While there is no set quota for each office, we have generally limited the number of nominations, which now total about 150 employees, GS-12 to 14. Office heads are required to review the "comers" list semi-annually.

V. Junior Officer Career Management Program

A. This program was instigated at the suggestion of the DCI and the Executive Director-Comptroller following the IG Survey of the CT Program. Upon our acceptance of this program, we decided that we did not wish to discriminate and therefore include all professional employees in the program. The purpose of the program is to insure that there will be a focal point at the directorate level to make sure of the satisfactory career development of each employee.

B. While offices maintain primary responsibility for developing their junior employees, Directorate monitoring is accomplished by a review of the fitness reports on professional employees grades 7 through 12. Fitness reports with ratings of Weak, Adequate or Outstanding must be sent to the O/DDI Administrative Staff. Fitness reports with ratings of Strong or Proficient may be forwarded where the office feels it advisable; for example, where the individual shows potential for work in another office. Offices and individuals are encouraged to consult the O/DDI Administrative Staff on unreconcilable situations at the office level. Where official action is required at the Directorate level, the case is aired by the Professional Development Panel.

SECRET

SECRET

VI. Rotation Programs

One way of measuring the progress of a career management program is through statistical analysis of accomplishments.

A. Intra-Directorate Rotation

At the present time, there are forty-three (43) Intelligence Directorate employees who are on formal rotational assignments to DDI offices different than their parent career service. The largest group of these are overseas, with twenty-five (25) employees from seven of the ten different DDI career services filling Intelligence Directorate positions. Seven employees from four DDI career services fill positions in the Office of the DDI. Six DDI employees are on rotation to ONE. One office head and one deputy office head are on rotational assignments outside of the parent career service. We have also arranged for a potential DCS field chief to begin a two-year rotational assignment at Headquarters. Eighteen months will be spent in various DCS divisions and six months in various DDI offices, including the Office of the DDI.

B. Inter-Directorate Rotation

Twenty-four (24) DDI employees are presently assigned to staff positions supporting the DCI in his immediate office, SAVA, PPB, NIPE and the IG. Five DDI careerists are on rotation to DDS&T, including the head of OCS. Four of our employees are providing staff and instructional support to the Office of Training, and arrangements are in process to rotate a fifth person there. We are providing eleven translators to the Office of Communications. Sixty-one people from the DDI are serving in the Clandestine Services--six at Headquarters and fifty-five (55) overseas. Over half of these are in Vietnam. These employees are serving in positions ranging from chiefs of stations (two) to clerical support and include reports officers, research analysts, and liaison officers.

Rotation to the Intelligence Directorate has not been as successful. We have on board now only five persons with non-DDI service designations--four from the Clandestine Services and one from DDS&T.

SECRET

SECRET

In the last year, we have taken twenty-eight people from the DDP, all with a change of service designation. Only three DDI employees changed to a Clandestine Services designation, and these were three clericals filling critical vacancies in Vietnam.

We have accepted Clandestine Services personnel for two-year rotational assignments to ONE. In every case (four) when ONE wanted to promote the individual, the Clandestine Services agreed to the promotion only with a change of service designation. ✓

C. Inter-Agency Rotation

The Intelligence Directorate has eight junior watch officers on non-reimbursable detail to the White House Situation Room. Two are with the National Security Council, one on leave without pay and one on a non-reimbursable detail. One employee has just begun work for the Institute for Defense Analysis on a leave-without-pay basis. One other employee is with the Department of the Navy on a reimbursable detail. We now have the first CIA faculty member on rotational assignment to the staff of the National War College.

VIII. External Training Programs

Academic training is considered a key part of career development for Intelligence Directorate employees. We had eight employees in Senior Schools in the 1967-1968 school year, and eight more are scheduled to go this coming year. In addition, we have thirty-one (31) students in other full-time academic training. Twenty-two of these are Agency-sponsored and nine are self-sponsored. These employees represent seven different offices. The training includes China studies, graduate work in economics, and advanced work in electronics and photogrammetry. Three NIPA winners are in this group. Perhaps more significantly, 336 employees are engaged in part-time academic studies. Of these, 141 are Agency sponsored and 195 are self-sponsored. Twenty employees are engaged in after-hours teaching, and eight are engaged in full-time academic teaching or research. To summarize, over ten percent of Intelligence Directorate employees are involved in academic work as students or instructors.

SECRET

SECRET

We have pioneered in two other training programs, which have an impact on recruiting. Last year we initiated the Summer Intern Program for graduate students studying Russian or Far Eastern Studies. Last year, we had thirteen students, and this year seventeen. We have also fully supported the Co-op Program, with twenty-two students in 1967, and forty-one this year.

SECRET

PERSONNEL

HR 20-3

3. THE CAREER SERVICES. This paragraph prescribes the organizational structure and responsibilities for administering the Career Service program of the Agency. Career Services as shown below are under the direction of the officials listed. Career Service designations as shown are used to identify staff personnel with the Career Services to which they are assigned.

<u>CAREER SERVICE</u>	<u>HEAD OF CAREER SERVICE</u>	<u>SERVICE DESIGNATION</u>
<u>OFFICE OF THE DIRECTOR</u>	Executive Director-Comptroller	E
Legal	General Counsel	EL
<u>CLANDESTINE SERVICES</u>	Deputy Director for Plans	D
<u>INTELLIGENCE</u>	Deputy Director for Intelligence	I
Basic and Geographic Intelligence	Director of Basic and Geographic Intelligence	IB
Current Intelligence	Director of Current Intelligence	IC
National Estimates	Director of National Estimates	IN
Photographic Interpretation	Director, National Photographic Interpretation Center	IP
Imagery Analysis	Director, Imagery Analysis Service	IA
Economic Research	Director of Economic Research	IR
Central Reference	Director, Central Reference Service	ID
Domestic Contact	Director, Domestic Contact Service	IT
Foreign Broadcast Information	Director, Foreign Broadcast Information Service	IM
Strategic Research	Director of Strategic Research	IX
<u>RESEARCH</u>	Deputy Director for Science and Technology	R
<u>SUPPORT</u>	Deputy Director for Support	S
Communications	Director of Communications	SC
Finance	Director of Finance	SF
Logistics	Director of Logistics	SL
Medical	Director of Medical Services	SM
Personnel	Director of Personnel	SP
Security	Director of Security	SS
Training	Director of Training	ST

a. **RESPONSIBILITIES OF HEADS OF CAREER SERVICES.** The Heads of Career Services are responsible for monitoring the application and functioning of the Agency personnel program as it applies to the members of their Career Service, including:

- (1) Improving and strengthening personnel administration within that Career Service;
- (2) Planning the utilization and development of such individuals, including their training, assignment, rotation, and advancement;
- (3) Reviewing fitness reports of such individuals;

CONFIDENTIAL

HR 20-3b

PERSONNEL

- (4) Planning the rotation and reassignment of such individuals to enable that Career Service to meet long-range personnel requirements through orderly processes;
- (5) Reviewing requests for personnel actions to reassign, promote, demote, or separate such individuals and recommending appropriate action to the Director of Personnel; and
- (6) Reviewing proposals for the training of such individuals and recommending their participation in Agency-sponsored training.

b. CAREER BOARDS. The Head of each Career Service will establish a Career Board and such subordinate panels as he may consider necessary to advise him on personnel management matters and, as he directs, to monitor the application and functioning of the personnel program as it affects the members of that Career Service. Each Career Board will be composed of the following officials:

- (1) The Head of the Career Service ex-officio;
- (2) Three or more staff or division chiefs or officials of comparable responsibility;
- (3) A senior personnel or administrative officer who will be responsible for providing technical advice and assistance to the board.

c. ASSIGNMENT OF CAREER SERVICE DESIGNATIONS

- (1) **TO STAFF PERSONNEL.** The Director of Personnel will ensure that Career Service designations are recorded in the official records of staff personnel in order to identify such individuals with an appropriate Career Service.
- (2) **TO POSITIONS.** Career Service designations are assigned to staffing complement positions to identify them with an appropriate Career Service according to the function and organizational relationship of the position to a Career Service. An employee may be assigned to a position having a different Career Service designation than his own with the concurrence of the Head of the Career Service having jurisdiction over the position.

CONFIDENTIAL

PERSONNEL

HR 20-21

of the supervisor for 90 days. Annual Fitness Reports should be submitted in accordance with the following schedule:

GRADES	FOR PERIOD		DUE IN OFFICE OF PERSONNEL	
	ENDING	FROM HEADQUARTERS	FROM FIELD	
GS-1 through GS-5	31 March	30 April	31 May	
GS-6 through GS-8	30 June	31 July	31 August	
GS-9 through GS-11	30 September	31 October	30 November	
GS-12 and GS-13	31 December	31 January	28 February	
GS-14 and above	31 March	30 April	31 May	

- (3) REASSIGNMENT REPORT. Supervisors will prepare a Fitness Report when the supervisor is changed by the reassignment of the employee or of the supervisor.
- (4) SPECIAL REPORTS. Supervisors will prepare other Fitness Reports when required by special circumstances.

e. NOTICE OF FITNESS REPORTS DUE AND DELINQUENT.

- (1) The Director of Personnel will provide each Head of Independent Office and Operating Official, 45 days before the end of the rating period, a roster of employees for whom Fitness Reports for that period are to be prepared.
- (2) Annual Fitness Reports are considered delinquent if they are not completed properly and received in the Office of Personnel by the due dates listed in d(2) above. An employee's initial Fitness Report is considered delinquent if it is not received 10 months after his entrance on duty. If preparation of a report is delayed more than one month beyond the end of the rating period, the rater should state in Section C the reason for the delay.
- (3) The Director of Personnel will provide Operating Officials with monthly rosters of individuals whose Fitness Reports are delinquent with an indication of the length of time each report is overdue. In addition, the Director of Personnel will report delinquencies of more than 60 days to the Deputy Director concerned. The Executive Director-Comptroller will be informed concerning Fitness Reports which are delinquent more than 90 days.

- f. APPEALS. An employee who, after discussions with his supervisor, believes that his Fitness Report does not accurately reflect his performance may proceed in accordance with the provision of HR 20-7, Grievance Procedure.

21. PROMOTION. This paragraph provides for the promotion of staff employees and staff agents to grades up to and including GS-15. It does not apply to the promotion of employees to grades GS-16, 17, and 18; to the promotion of employees who occupy positions compensated in accordance with Wage Administration Schedules; or to specially qualified scientific personnel who are covered by HR 20-24.

a. POLICY

- (1) The promotion of employees is based on competitive evaluation of their performance, qualifications, length of service, and value to the Agency. Employees who have been downgraded without personal cause should be given full consideration for promotion to their original grade when competitive evaluations are being made.
- (2) Each Career Service comprises a competitive area for promotion for members of that service. The Head of a Career Service may establish separate areas of competition within that service when necessary because of differences in occupation or functional lines of work performed by its personnel.

HR 20-21b

PERSONNEL

- (3) Promotions are limited to one-grade advancements. Exceptions to this policy will be made only when the Director of Personnel determines, upon recommendation of the Head of the Career Service concerned, that exception is justified.
- (4) The competitive promotion evaluation of personnel in grades GS-9 through GS-14 must be accomplished by the Heads of Career Services at least annually.
- (5) Employees in grades GS-8 and below may be evaluated for the purpose of promotion at any time that Heads of Career Services consider it appropriate. Although formal competitive evaluation is not required for these personnel, the basic principle of competitive evaluation should be followed in selecting them for promotion.
- (6) Promotion recommendations will be submitted in accordance with instructions and time schedules prescribed by the Heads of Career Services. Promotion recommendations will not be made on Fitness Reports.
- (7) The Director of Personnel will not process a recommendation for promotion of an employee in the absence of the last Fitness Report scheduled in accordance with HR 20-20 or a currently executed Fitness Report.

b. RESPONSIBILITIES

- (1) SUPERVISORS. Supervisors at all levels are responsible for evaluating the merit for promotion of employees under their jurisdiction and for making recommendations to the Heads of appropriate Career Services, through command channels, concerning the promotion of such employees.

(Continued on page 57.)